A3 Problem Solving |
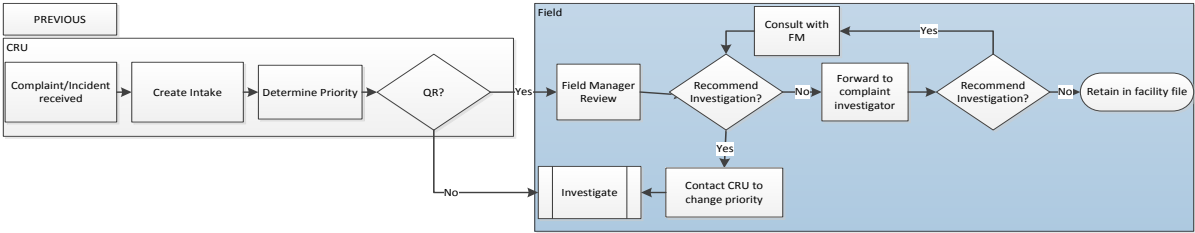
Affirm Adult Family Homes, Assisted Living Facilities and Nursing Homes are Providing Quality and Safe Care {Goal 2.1}

Lean!

Bill Moss – March 2014
Assistant Secretary, ALTSA

Clarify the Problem

- Intakes are prioritized by the Complaint Resolution Unit (CRU) based on a variety of criteria. Those that do not require on-site investigation are screened out and designated as a 'Quality Review' (QR) priority.
- Prior to the FamLink rollout, the field used a variety of practices for reviewing QR intakes but one thing was consistent: all Field Managers (FMs) at least made an effort to review QRs associated with their region and use the information to enhance investigations and licensing visits. The QR review process varied by district.
- When FamLink went live, Field Managers piloting the new system began to receive QRs for facilities in all regions, which resulted in overproduction waste (more information than needed).
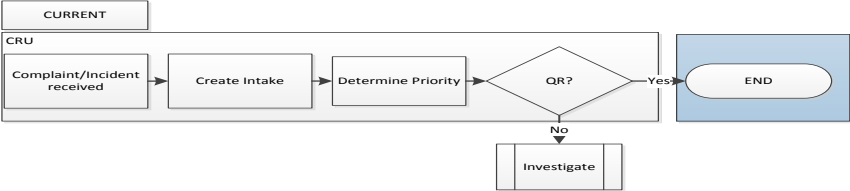

Breakdown the Problem

- CRU generated 24,294 intakes in 2013 for Nursing Homes (NH), Assisted Living Facilities (ALF), and Adult Family Homes (AFH). QRs represent a significant percentage of those intakes:
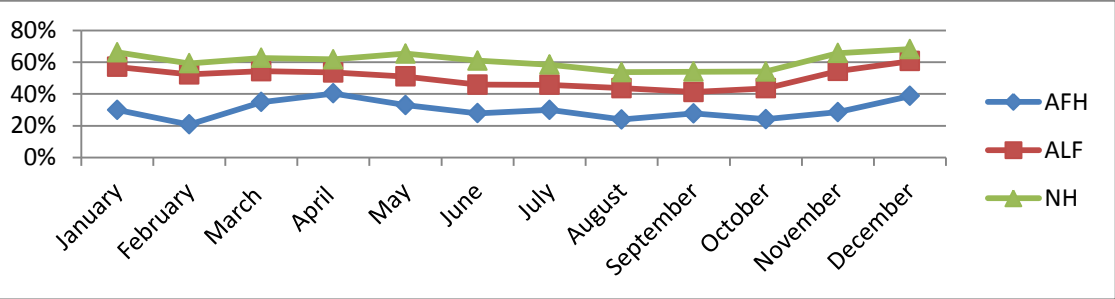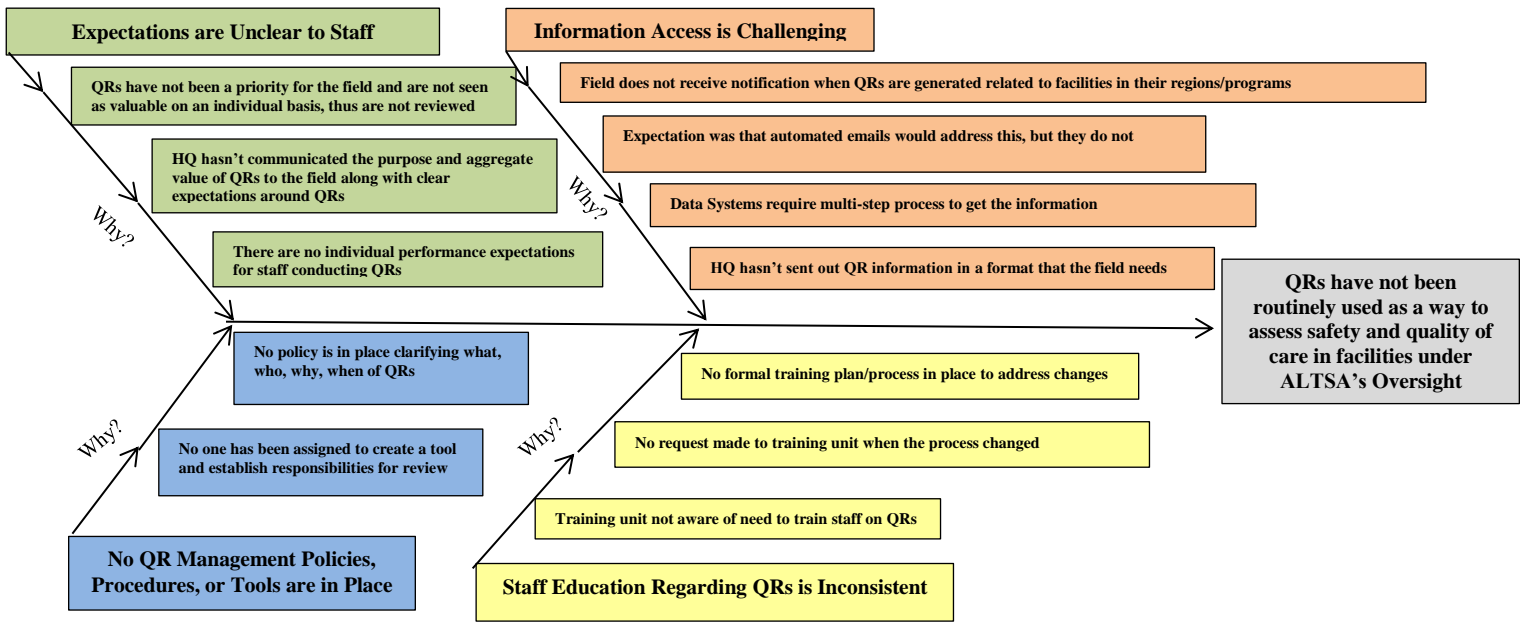

- Field staff are not currently reviewing QRs in any routine, systematic, or consistent process.

Target Condition

90% of QRs Are Reviewed Per Policy

QR Policy and Training Curriculum Development   Training To New QR Policies & Procedures

| Mar 2014 | April 2014 | May 2014 | June 2014 | July 2014 | Aug 2014 | Sept 2014 |

Identify Root Cause

Expectations are Unclear to Staff
- QRs have not been a priority for the field and are not seen as valuable on an individual basis, thus are not reviewed
- HQ hasn't communicated the purpose and aggregate value of QRs to the field along with clear expectations around QRs
- There are no individual performance expectations for staff conducting QRs

Information Access is Challenging
- Field does not receive notification when QRs are generated related to facilities in their regions/programs
- Expectation was that automated emails would address this, but they do not
- Data Systems require multi-step process to get the information
- HQ hasn't sent out QR information in a format that the field needs

No policy is in place clarifying what, who, why, when of QRs
No one has been assigned to create a tool and establish responsibilities for review
No QR Management Policies, Procedures, or Tools are in Place

No formal training plan/process in place to address changes
No request made to training unit when the process changed
Training unit not aware of need to train staff on QRs
Staff Education Regarding QRs is Inconsistent

QRs have not been routinely used as a way to assess safety and quality of care in facilities under ALTSA's Oversight

Identify Countermeasures

Root Cause	Proposed Countermeasure	Feasibility	Cost	Risk	Impact
Unclear Expectations	Ensure performance standards are established and incorporated into relevant job expectations including 5-day review by Field Managers and quarterly review by Field Service Administrators	Moderate	Neutral	Low	High
Information Access	Edit and generate queries in a format that meets the field's needs	Difficult	Unknown	Low	High
QR Management	Develop and implement policies, procedures, and tools for QR process	Moderate	Neutral	Low	High
Staff Education	Develop and implement training plan for QR process	Moderate	Unknown	Low	High

Action Plan

ID#	Problem to be solved	Action Item	Lead	Due	Status
1	QR Management	Define QR and create related review criteria	Robin/Elena	Mar 28	started
2	Information Access	Submit work request to modify data system to include classification options for QR	Ky Decker	Mar 12	started
3	QR Management	Develop outline for QR Management policies/procedures	Doug Mora	Apr 12	started
4	QR Management	Create QR Policy and Procedures	TBD	Apr-May	pending
5	Staff Education	Create training materials	TBD	May-Jun	pending
6	Staff Education	Train staff to new policies and procedures	TBD	Jul-Aug	pending
7	Unclear Expectations	Add performance standards to relevant job expectations	TBD	Aug-Sept	pending

Evaluate Results Standardize then Repeat